

Human Resources Department 2013 Budget Hearing

Department found on pages E72 – E80 in budget book

Presentation to Ways and Means/Budget Committee
September 20, 2012

Department Programs - Existing

Program	General Fund	Internal Service	FTE	Benefits to the City
Administration	612,358		4.0	Directs HR staff and service delivery so City departments hire, develop and retain an excellent workforce, so that the City delivers high quality, cost effective services to its customers.
Benefits & Wellness		733,537	3.8	Develops, designs and administers programs valued by employees
Classification	149,944		1.0	Provides a system that leads to fairness and equity in compensation by appropriately describing and valuing work.
Compensation	150,725		1.0	Provides salary analysis and administration; assures compliance with State pay equity requirements.
Complaint Investigation		199,430	2.0	Responds to employee complaints; assists the City in avoiding costly litigation and judgments and complying with Federal & State regulations.
HRTS-ERP Application	886,029*	463,471	7.0	Provides employees with pay, benefits, and ownership of their data. Allows departments to track/report on key information that supports decision making and business planning.

*Includes funding of three IT FTEs who support HRIS.

Department Programs – Existing cont.

Program	General Fund	Internal Service	FTE	Benefits to the City
HR Generalist Teams	2,148,882		14.0	Partners with departments on key HR initiatives including development of workforce plans. Provides HR related services including management consultation, resolution of employment related issues and mitigation of risk.
Labor Relations	667,962	9507	4.0	Provides leadership for the negotiation of all terms and conditions of employment, including wages and benefits, with the City's 23 bargaining units. Legal compliance.
<i>PerformMinneapolis</i>	296,553	46,220	2.0	Provides a systematic approach to organization improvement focusing on business outcomes and employee development. Creates "line of sight" to City, department and/or work unit goals. Operationalizes the business plan. Automates performance appraisal process.
Staffing Services	676,823		5.0	Provides a centralized service to ensure individuals are hired and promoted in a consistent manner. Manages reductions in force for the City via the Job Bank. Ensures compliance with Civil Service Rules, labor agreements, etc.
Technology Training		221,638	0.0	Provides resources to support: 1) Technology training for employees; 2) Computer training lab; 3) Instructors who deliver enterprise technology training such as Microsoft Office 2010.

Department Programs – Proposed*

Program	General Fund	Internal Service	FTE Mayor	Benefits to the City
Workforce Planning	657,000		6.0	Enhances HR effectiveness by adding a valuable set of services to assist departments in identifying and preparing the workforce needed in the future.
Halogen Licensing (PerformMinneapolis)	93,000		NA	Provides resources so <i>PerformMinneapolis</i> can be expanded to all City departments.
ERP Application	850,000		NA	Provides up to date and vendor supported enterprise HR and Finance systems. Continued compliance with State and Federal laws.
HRTS – Additional IT FTE	0	0	0	Provides production support, new development, and research/maintenance to ensure that the current and future state of HRIS and other HR technologies are appropriate. Provides one level of redundancy of duties as a "backup" as needed.

*Note: Above dollars and FTEs reflect what is included in the Mayor's Recommended 2013 Budget not necessarily what was proposed by HR.

Department Programs–Proposed* cont.

Program	General Fund	Internal Service	FTE	Benefits to the City
HRTS – Future Technology	0	0	0.0	Development of HR Technology strategy and roadmap which includes: 1. Research of existing technology needs: a. "Total Cost of Ownership" enterprise funding model of the existing PeopleSoft ERP. b. Research alternative HRIS ERP that is cost effective, requires less internal IT \$, and provides new functionality. 2. Research of critical technology needs and new strategies not currently used by the City that will empower employees, streamline processes, and reduce costs.
Metropass Subsidy	100,000		NA	Encourages more employees to use public transportation thereby reducing the amount of greenhouse gases released into the environment. Reduces congestion on City streets.
Testing & Staffing Services**	50,000	0	0	In-house expertise. Enhanced selection and testing processes. Risk avoidance including potential litigation on certain hiring processes (i.e. Firefighter). Maintain staffing levels to respond to projected retirements.

** Current FTEs being used to reach Target 1 in General Fund.

***Note:** Above dollars and FTEs reflect what is included in the Mayor's Recommended 2013 Budget not necessarily what was proposed by HR.

Impact of Recommended Budget on Key Results (Negative)

- Impact on time and quality of staffing services
- Legal exposure associated with test validation
- Loss of Total Comp Statement
- Resources for investment in staff development and special projects/needs (Department Head Performance Appraisals, Job Bank)

Impact of Recommended Budget on Key Results (Positive)

- HRIS Upgrade Funded (\$850,000)
 - Current technology, improved processes and vendor support.
- Halogen Licenses Funded (\$93,000)
 - Automated performance management support.
- Metropass Subsidy Funded (\$100,000)
 - Shields employees from increased costs

Impact of Recommended Budget on Key Results (Positive)

- Workforce Planning (\$707,000)
 - Resources for Test Validation (\$50,000)
 - Office of Workforce Planning (\$657,000)
 - Assist City in preparing for resource loss & futuristic preparations
 - Talent Management
 - Competencies
 - Demographics
 - Visioning & Anticipation
 - Growth & Development/Succession Planning

2013 Budget Planning

- If the department was given a 5% increase to the Mayor's Recommended Budget, please explain the impact(s) the increase would have on the department's program(s).
 - Adequate support for HRIS
 - Future HR Technology
 - Diversity and Inclusion
- If the department had to reduce the Mayor's Recommended Budget by 5%, please explain the impact(s) the reduction would have on the department's program(s).
 - Workforce Planning Office

Recent or Planned Efficiencies

- As efficiencies have been implemented, what has the department done differently with resources?
 - Restructured the HR Department
 - Time and Labor Self-Service Implemented
 - FMLA Administration Centralized
 - *PerformMinneapolis*-Organizational Alignment
- Efficiencies have been realized by customer departments

New Initiatives

- Identify new initiatives for 2013.

- **Within resources**

- Continued implementation of *PerformMinneapolis (Partial)*
- HRIS Upgrade (Partial)
- Strategic Benefits Implementation
- Expanded Health and Wellness Options
- I-9 Automation
- Improved performance measurement (HR Metrics and Analytics)
- Expanded Leave Administration

- **Additional resources**

- Development and implementation of Workforce Planning Office
- HRIS Upgrade
- *PerformMinneapolis*

New Technology Initiatives

- Please identify technology initiatives within existing resources
 - *PerformMinneapolis* – Individual licenses, IT Support for HRIS Connect; Halogen Data Base Administrator
 - Individual Licenses – In recommended budget; must be increased for out years.
 - IT Support for HRIS Connect – Within IT Rate Model
 - Halogen Data Base Administrator – In current HR structure
 - HRIS Upgrade – One Time Expenditure
 - I-9 Automation – Annual License Fee, Data Base Administrator
 - Annual License Fee – Within Self-Insurance Rate Model
 - Data Base Administrator – In current HR structure

Workforce Planning

- Strategies within the Workforce Plan include:
 - Workforce Development
 - Diversity Strategy
 - Employee Survey Response
 - Key Workforce Issues
 - Succession (and Replacement) Planning
 - Hiring the Right Competencies (Hiring for future needs)
 - Developing the Right Competencies
- What resources are used to implement the strategies?
 - Department expertise, tools and budget.

Major Contracts in Departments

- Insurance providers
 - Medica
 - Delta Dental
 - CIGNA (Life and LTD)
 - OptumHealth (Flexible Spending Account Administration) (WageWorks for 2013)
- Oracle PeopleSoft (HRIS)
- Halogen Performance Management System
- Expenditures in budget which may provide opportunities to increase the use of Women or Minority Business Enterprise (W/MBE) contractors.
 - Employee Engagement Survey
 - Multi-Rater/360 Assessment Services
 - External Consultants (Benefits & Wellness, Diversity Management, HRTS, Recruitment, T&D)

Partnerships

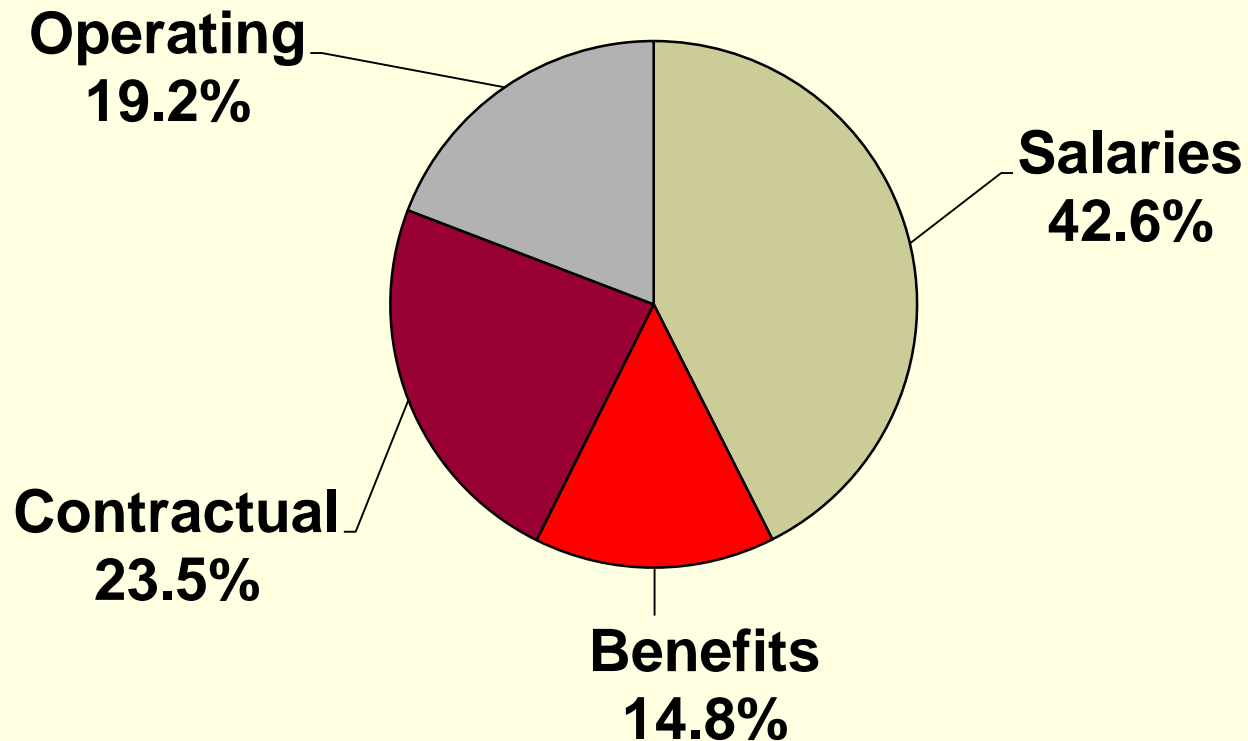
- What partnership opportunities does the department have?
 - State and Local Governments
 - Institutions of higher education
 - Professional HR Organizations (SHRM, IPMA-HR, IHRIM, TruSight)
- What partnerships have the department pursued?
 - State of Minnesota (Background Checks)
 - SHRM
 - Hennepin County (On-site Clinic)

How is the HR Department Doing

The HR programs that are working well for the department include

1. Benefit and Wellness Programs
2. HR Generalist Consulting Services
3. Labor Relations
4. HR Technology Solutions

Expenditures by Type (\$9.0 million)



Revenue by Type (\$1.395 million)

